

Deputy to the DCI
for Resource Management

30 October 1978

NOTE FOR:
Office of the DCI

STAT

The DCI wanted you to see these--they
are budget issue studies which affect NFAC.

STAT (I have also sent copies to
who I will ask to introduce us someday.)

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Executive Assistant
to the D/DCI/RM

CIAP - PRODUCTION

ISSUE: Should additional resources be included for CIA Production to improve the quality of analysis?

BACKGROUND: Because of internal CIA resource constraints, the only major increase proposed in FY 1980 for production is Project SAFE. While SAFE presumably will increase the productivity of the average CIA analyst by freeing him from some of the drudgery that accompanies the research and analysis process and aid the quality of the finished intelligence product by giving analysts access to more extensive and usable data, SAFE will not be on-line until FY 1984.

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Although previously started research activities that contribute directly to work on important problems will continue, exploratory efforts in long-range forecasting and electronic means of intelligence presentation were not included in the program.

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In summary, the CIA FY 1980 production budget, with the exception of SAFE and personnel costs, fails to maintain pace with inflation. Attached is a listing of production initiatives to improve the quality of analysis which were not included within guidance.

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Alternative 3 would fund the non-personnel enhancements proposed in Alternative 2 and add back [redacted] for mid- and long-term political analysis, [redacted] support and production R&D. ~~NFAC proposed reducing production management to increase the number of analysts available for mid- and long-term analysis.~~ As a result of the two percent position reduction, all of the new analysts positions were included as over guidance. NFAC has identified this area as the major gap in the production process. With increased emphasis on current requirements, less manpower is available for the five- to ten-year long-range analysis, although requirements continue to increase. The additional positions would require the identification of offsetting reductions in the NFIP or CIA.

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Alt 3 less ~~external~~ research. They have squandered external funds on [redacted] the year & appear to be fat - Besides, building up internal capability more important

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CIA INFORMATION SCIENCE CENTER

ISSUE: Should the Information Science Center at CIA be closed in FY 80?

BACKGROUND: Centralized training for Community personnel in the application of quantitative methods (management science/operations research techniques) to intelligence problem solving, and training in Community information processing systems (CAMS and COINS) will be terminated by CIA in FY 80. This type of service is provided by CIA's Office of Training (OTR) through the facilities of the Information Science Center (ISC) located at the Chamber of Commerce Building in Arlington. The FY 80 CIA budget estimate

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In CIA's judgment, closing the ISC will have a lessor impact upon the Agency than a loss of [] positions elsewhere; however, a decision to close the ISC should be made by the DCI. This paper briefly reviews the history of the ISC, and summarizes its current training activities. Alternatives are offered in addition to the CIA recommendation.

Development of the ISC

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The purpose of the Information Science Center is to promote the use of modern information handling capability and use of analytical methodology for intelligence purposes by means of practical applied training courses for "non-systems" specialists (users) throughout the Intelligence Community. The charter of the ISC, and the existence of the ISC at CIA, derive from the following events:

- o June 1965 - The PFIAB recommended to the President that specialized training be provided for selected members of the departments and agencies comprising the Intelligence Community in "systems thinking" and "systems skills."
- o July 1965 - The President approved the PFIAB recommendation and requested that it be carried out in the Intelligence Community under the coordination of the DCI.
- o March 1967 - A study "Information Science Training for the Intelligence Community Personnel" was completed by USIB's Committee on Documentation. The report recommended to the DCI that the Director of DIA develop and provide training in accordance with the PFIAB recommendation. The DCI requested, through SECDEF, that DIA develop the training program.
- o December 1967 - The Director of DIA established the Information Science Center at the Defense Intelligence School (DIS), with the Director of the ISC reporting to the DIS Commandant.
- o FY 70 - First classes conducted. Two CIA staff members detailed to the ISC faculty.

o February 1972 - The Deputy Director of DIA notified USIB that:

"Due to drastic DOD budgetary cuts and heavy reductions in resources currently sustained by this Agency, DIA will no longer be able to continue the ISC mission. Accordingly, it will be necessary to close the ISC by 30 June 1972."*

DIA offered space for the ISC at the Defense Intelligence School, but withdrew funds and positions.

o May 1972 - With the concurrence of the DCI, the responsibility for the ISC was transferred to CIA's Office of Training. The ISC was maintained at the DIS on an interim basis.

o August 1973 - The ISC was moved to CIA.

Although the ISC is maintained by OTR and the faculty are CIA employees, the Agency has continued to provide training in Information Science for the Community at large. Figure 1 shows that [] attended ISC courses in FY 78. CIA sent [] DIA and the military services provided []. The majority of the remaining [] were from CCP organizations, State, and Treasury. Statistics for 1977 also show that the civilian students attending are mostly in the GS-11 to GS-14 range. The greatest percentage of individuals who attend ISC courses are substantive intelligence analysts or individuals supporting the production of intelligence products.

*A major reduction in DIA civilian manpower occurred in 1972. In 1973, ASD(I) undertook a program to reduce GDIP manpower strength [] a four year period.

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ISC Training Curriculum

25X1 The ISC's FY 79 curriculum illustrates the kind of training the faculty provides. Six basic courses in Information Science are being provided, which vary in length from one to three weeks. These courses cover the following kinds of topics: familiarization with information processing systems at DIA, State, NSA, and CIA; information flow and crisis monitoring; communications and ADP security; statistics and probability; PERT and CPM; correlation and regression; statistical hypothesis testing and confidence intervals; linear programming and queueing; information storage and retrieval; COINS training; CAMS training; System Dynamics; Decision Analysis; model building and simulation. Instruction in these topics emphasizes the use of computer technology. A PDP 11/45 minicomputer will become operational at the ISC in early FY 79. In addition, about 25 data terminals are installed, and work is now underway to connect the ISC to CIA's time sharing system (VM) and the DIA's DIAOLS. This will give the student actual experience with operating computer systems and use of intelligence files at DIA and CIA. The ISC would also provide centralized training to users of the SAFE system as SAFE reaches its various IOC's during the FY 80-84.

Alternatives: Three alternatives are provided:

Alternative 1: Close the Information Science Center in FY 80 by deleting faculty positions.

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Dollars
Manpower

25X1 Alternative 2: Keep the ISC open in FY 80 by restoring

Accomplish this by requiring CIA to adjust its recommended reduction distribution. Maintain a minimum level of training in Information Science.

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25X1 Alternative 3: Keep the ISC open in FY 80 by restoring the

25X1 for faculty. Provide through a reallocation of CIA's

25X1 proposed reduction distribution. Transfer an additional positions into the CIAP from the GDIP.

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25X1 FY 79 FY 80 FY 81 FY 82 FY 83 FY 84

Dollars
Manpower

Analysis:

The impact of closure, Alternative 1, is difficult to access in terms of "output" because virtually no data or current studies are known to exist which would indicate that the productivity of an individual is increased because of the exposure to "systems thinking" and "systems concepts" that the ISC provides.* However, as Figure 1 shows, closing the ISC in FY 80 would likely create a training deficiency in the Community.

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25X1 Student enrollment has about doubled since 1974- in FY 78

25X1 compared in FY 74. Since attending the ISC over this period are CIA, most of the demand for ISC training comes from

*There is little question that most of the topics taught at the ISC are widely used by certain analysts in their jobs, e.g., the applications of statistics, model building, simulations, etc. Whether these applications are a direct result of ISC training or reflect exposure to MS/OR techniques from alternative sources is not known.

the remainder of the Community. If the growth in enrollment is assumed to accurately reflect Community demand and the the ISC did close, the CIA would probably continue limited training in Information Science. The Agency could also limit course attendance to CIA employees. Therefore, a tendency to duplicate training in Information Science is likely to emerge in the other intelligence programs which regularly send personnel to the ISC. Training for CAMS in support of imagery tasking would have to continue. Thus, CAMS training would likely be conducted on a decentralized basis, and a corresponding increase in department/agency training budgets would occur. Training the SAFE user population could also become decentralized in nature if the ISC were closed.

25X1 Under Alternative 2, the ISC could remain open but be reduced to a minimum level of operations. Faculty positions would be provided by requiring the Agency to restore positions reduced by drawing against other organizational elements of OTR or against other offices in the CIAP. Selecting this alternative should be weighed against how "equitable" the restorals actually are, e.g., the services of the ISC are Community-wide; therefore, the staff needed to continue the ISC should not necessarily be absorbed by CIA alone. On the other hand, in 1972, the DCI decided that CIA would provide all the positions needed, and that the ISC would remain a Community training facility.

The OMB 2% reduction is against the overall NFIP civilian manpower level; military positions are not affected. Under Alternative 3, the ISC would remain open in FY 80 by providing This would be

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accomplished by restoring [] by a reallocation of the [] reduced at CIA. The remaining [] needed to achieve the present level of training activity would be transferred from GDIP to the CIAP during FY 80. This civilian position loss to GDIP could be offset through military position increases. The basis for this cross-program transfer of positions is that CIA, DIA and the military services constituted more than 80% of the ISC's annual student load. FY 77 statistics show the CIAP represented 34% of this load and GDIP represented about 47% of the training load. In FY 78, the split between the CIAP and GDIP is about equal, e.g., 43% CIAP and 42% GDIP. Trends of this kind are expected to continue through FY 79 and into FY 80.

Conclusion: The majority of students attending the ISC represent production organizations of the NFIP. Congress is interested in the quality of NFIP production. The contribution that topics such as those included in the ISC curriculum may make to "quality" suggest that the ISC should remain open in FY 80. However, thirteen years have past since the PFIAB requirement was established. That requirement should be revalidated during 1979, and the role of the ISC as the means of satisfying the requirement should be reviewed. The DCI should task the D/IRO to conduct a study addressing this training requirement and provide findings by September 1979. A decision on closing ISC should be deferred until the FY 81 budget review, and be based upon study findings and recommendations.

Recommendation: Alternative 2 pending the outcome of the proposed study.

Decision:

Alternative 1 _____

Alternative 2 _____

Alternative 3 ✓ _____

Must keep going -

*As gone copy of these papers
to*

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